

## DIVERSITY INDICES AS A BLESSING AND A BANE TO ORGANIZATIONAL PERFORMANCE

*A. Anthony KIFORDU, (CA)*

*Business Administration Department, Delta State University, Abraka*

*anthony.kifordu@yahoo.com, aakifordu@delsu.edu.ng*

**&**

*John Bosco EZEONWUMELU,*

*Business Administration Department, Delta State University, Abraka*

*chimajoannes@gmail.com*

### **Abstract**

*The purpose of this study was to investigate the effect of diversity management on the performance of employees in selected banks across Delta State. The study was anchored on social identity theory of exclusion in the workplace. A descriptive survey research design was used for the study. Data was sourced using the primary source. A population of 900 employees from selected banks in Delta State was used for the study. A sample size of 173 employees derived through Borg and Gall was used for the study. The instrument used for data collection was a structured questionnaire. The instrument was subjected to both face and content validity. A reliability co-efficient of 0.79 was obtained through the test-retest method. The data collected was analyzed using frequency count and percentages while ANOVA was used to test the hypotheses. The findings of the study revealed that gender, age, ethnicity, and educational **diversity** had significant positive effects on employees' performance. The study recommended that in setting up teams in the workplace, personnel department in line with top managers must ensure that there is a proper representation of members of various ethnic groups, age and gender so as to create room for effective succession planning. Management should choose the most qualified in terms of academics to ensure that appropriate guides to thinking are done to formulate policies on diversity management and firm performance.*

**Keywords:** *Diversity, Blessing, Curse, Organizational Performance.*

**DOI:** 10.31039/jgeb.v4i12.118

## **1. Introduction**

It is evident that the advances in art, science and technology have made it possible for the global economy to bring the people of the world closer together than we can ever think of. As a result of this, organisations, educational systems, and other entities are now embarking on ways to better serve their constituents. This means the ability of organisations to be able to attract and retain workers based on merit. The ability of organisations to formulate, develop and make use of the necessary policies and procedures in doing this will make it possible for such organisations to have a competitive advantage ahead of their counterparts and increase their effectiveness. However, to achieve success and maintain a competitive advantage, we must be able to draw on the most important resources like the skills of the workforce. As a result of the increase in diversity in the workforce, there is the need for organisations to expand their outlook and use creative strategies to achieve better organisational performance. This means employees must be critically examined in the provision of this resource. This study investigates effect of workforce diversity on the performance of an organisation in Nigeria.

Work diversity simply means the co-existence of people from various socio-cultural backgrounds that exist in the industry. Diversity consists of factors like race, culture, gender, age, colour, physical ability, ethnicity, sex and so on (Kundu and Turan, 1999). Diversity incorporates all groups of people irrespective of their levels in the industry. Diversity is made up of organisational culture whereby each employee can make real his or her career aspirations and goals without being limited by sex, race, nationality, religion, or other factors that have nothing to do with performance (Bryan, 1999). Diversity management refers to enabling diverse work to perform its full potential in an equitable work environment where no one has an advantage or disadvantage (Kifordu and Ogbo, 2015). However, diversity management has been challenging employers for quite some time now, particularly in the last 20 years, organisations have started coming to realisation of the differences in gender, race, ethnicity, sexual orientation, religion, age, and other factors more.

In addition, empirical evidence underlines that organisations that have working effective diversity management look for benefit through bottom line returns. It must be noted that sharing of information and constructive task-based conflict management are the core factors in value in diversity argument. Work diversity management is aimed at the recognition of differences as positive features of an organisation, instead of problems to be solved (Thompson 1997). McLeod, Lobel and Cox (1996) and Wilson and Iles (1999) revealed that a diverse workforce

has a better-quality solution to brainstorming tasks, shows more incorporated habit, in relation to homogenous groups, and can increase organisational efficiency, effectiveness and profitability. However, utilisation of the skills and potential of all employees, managing diversity to the full can effectively contribute to the success of the organisation by enabling access to a changing marketplace by mirroring increasing diverse markets (Cox and Blake, 1991; Iles 1995; Gardenswartz and Rowe, 1998) and positively change corporate image (Kandola, 1995). This reveals the reason why valuing diversity can be an origin of competitive advantage, increasing the quality of industrial life and be good for better business performance (Cassell, 1996). The popularity of the diversity approach emerged from these positive arguments.

However, scholars have revealed that the potential benefits will not become real because of greater workplace diversity. Thomas (1990) emphasised that corporate competence counts more than ever, and today's non-hierarchical, flexible, collaborative management brings an increase in tolerance for individuality. Past research has concluded that managers should actively manage and value diversity. (Agocs and Burr 1996; Liff and Wajcman, 1996; Storey 1999) opined that diversity management can give support for essential industrial development initiatives if designed and executed accordingly. Managing diversity has its origins in the USA (Kandola and Fullerton 1994) but has now become a strategic business issue for nearly all organisations worldwide (Wilson and Iles, 1999).

There are two approaches for organisations that aim to take global diversity; these approaches solely depend on their organisational structure and culture. The first approach is a multi-country approach, where people in various locations develop and implement programmes and initiatives. This model is commonly carried out by much decentralised organisations which can come with a lot of benefits because local leaders take ownership of the initiatives. These leaders look for detailed local knowledge of traditions, customs, laws, and cultural issues that require to be addressed. Local commitment tends to be higher in experiencing this approach. On the contrary, the lack of overarching and corporate guidance may mean unsuitable levels of work across locations. Typically, organisations that are using this approach do not have committed and dedicated global diversity staff, but rather personnel that are working on diversity in their spare time. A second approach which is more suitable for more centralised organisations is a top-down approach where diversity is tailored to all business units from the corporate level. Consistence in message is sure for organisations that are experiencing this approach because it

offers assistance with development and implementation of programs. It must be understood that care must be taken to ensure that local commitment is implemented. (MacGillivray and Golden, 2007).

Conclusively, Nigeria, the most populous country in the continent of Africa with more than one hundred and seventy populations of which more than half of the population are in working age bracket, managers and employers of work organisations are usually faced with a critical problem of the management of diversity in the workplace. Such a nation with various ethnic backgrounds and languages, as well as diverse cultural and religious backgrounds, work diversity must be of utmost importance to managers and employers as it will be important to understand the reasons why employees behave towards each other as individuals and as groups in the way they in their duty posts and how these behaviours will affect the overall productivity of the organisations; the opportunities as well as the challenge of work diversity for organisations and the strategies the employers and managers can employ to make sure that corporate performance reaches the optimum and remains there. Diversity management issues abound in organisations and it is paramount that they are proactively investigated and appropriately addressed. It is on this basis that this study aims to investigate work diversity management, comparative analysis of public and private sector in Nigeria.

### **The Problem**

The Banking Sector today is one of those sectors that have not really made use of the strength embodied in their diversity. There are still cases where certain tribes seem to claim ownership in certain banks without regard to performance par excellence. Most workers in certain banking firms who should be laid off are not laid off rather; those who are more capable are laid off just because of sentiments obsessed by top managers. It has become a usual event each time we watch the television or listen to the radio, we see and hear of workers being laid off and if we could dig deeper, we would realize that most of those being laid off come from a particular ethnic group. These issues decrease the level of commitment employees would put in their job and this has made organizations not achieve the much-needed performance level. The 35% gender affirmation that was established by previous government which led to women handling sensitive issues in the economy has been discontinued as only a few women are found at the top echelon of banking firms. Today, it is almost believed that the leadership of banking firm belongs to the masculine folks, and this is a major problem. Jim (2012) affirmed that worldwide, only 15% of employees are engaged at work and that the vast majority of employed

people around the globe are not engaged or actively disconnected at work, meaning they are emotionally detached from their place of work and less likely to be productive.

### **Research Objectives**

- i.** Examine the relationship between gender diversity and performance in the banking industry
- ii.** Investigate the relationship between age diversity and performance in the area under study.
- iii.** Examine the relationship between ethnic diversity and performance in the area under study.
- iv.** Inspect the relationship between educational background and performance in the area under study.

### **Research Hypotheses**

- Ho<sub>1</sub>: There is no significant positive relationship between gender diversity and performance of the banking industry
- Ho<sub>2</sub>: There is no significant positive relationship between age diversity and performance of the area under study.
- Ho<sub>3</sub>: There is no significant positive relationship between ethnic diversity and performance of the area under study.
- Ho<sub>4</sub>: There is no significant positive relationship between educational diversity and performance of the area under study.

## **2. Review of the Related Literature**

### **Diversity Management**

It will be pertinent to discuss the concept of diversity before relating it to management. Diversity in ordinary parlance means difference. It deals with recognizing that everyone is different in a variety of visible and non-visible ways (The Law Society of Scotland, 2013). Diversity is generally said to mean acknowledging, understanding, accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual orientation and public assistance status (Esty, Griffin & Schorr-Hirsh, 1995). Dessler (2011) states that diversity refers to the variety or multiplicity of demographic features that characterize a company's workforce, particularly in

terms of race, sex, culture, national origin, handicap, age and religion. In the view of Jones and George (2011), diversity describes differences among people in age, gender, race, ethnicity, religion, sexual orientation, socioeconomic background, capabilities and disabilities. Diversity refers to the co-existence of employees from various socio-cultural backgrounds within the company (Ongori & Agolla, 2007). Diversity includes cultural factors such as race, gender, age, colour, physical ability and ethnicity. The broader definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, physical appearance, and economic status (Wentling & Palma-Rivas, 2000).

Diversity management is the systematic and planned commitment by the organisations to recruit, retain, reward, and promote a heterogeneous mix of employees (Ongori & Agolla, 2007). It is recognizing individuals, as well as group differences. It is about creating a culture and practices that recognize, respect and value differences. Diversity management calls for connecting this potential to create a productive environment in which the equally diverse needs of the customers or clients can be met in a creative environment. It is about generating a workforce that feels valued, respected and has its potential fully utilized in order to meet organizational goals (The Law Society of Scotland, 2013). Managing diversity means enabling the diverse workforce to perform to its full potential in an equitable work environment where no one group has an advantage or disadvantage (Torres & Bruxelles, 1992).

This process of managing diversity is an on-going process that unleashes the various talents and capabilities which a diverse population brings to an organization, community, or society, so as to create a wholesome, inclusive environment, that is “safe for differences,” enables people to “reject rejection,” celebrates diversity, and maximizes the full potential of all, in a cultural context where everyone benefits (Rosado, 2006). It is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potentials and maximize their contributions to an organization’s strategic goals and objectives. The ultimate objective of managing these diversities is to create an organization whose culture recognizes respect and encourages individual differences (Wambui, Wangombe, Muthura, Kamau & Jackson, 2013).

## **Gender Inclusion**

Gender is defined as a range of differences between men and women, extending from biological to the social. Abbas and Hameed (2010) suggest that there are three dimensions of gender discrimination; gender discrimination in hiring, gender discrimination in promotion and gender discrimination in provision of goods and facilities. They further state that women do not have an upper hand when it comes to hiring compared with men. The literature shows that on average, women receive lower earning than men. The difference persists even when controlling hours for work, industry of work and human capital characteristics suggest that this provides evidence of wage discrimination against women. Mkoji and Sikalieh (2012) opine that managers need to be aware that there might be gender differences regarding the relative importance assigned to distributions and communication.

Gender-based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males (Leonard & Devine, 2003). In other words, organizations prefer to hire male workers compared with women because they are perceived to have better performance and ability to manage their jobs (Kyalo & Gachunga, 2015). The management of gender issues is of enormous importance for organizations that take the management of diversity seriously. Emiko and Eunmi (2009) posit that significant amount of workforce diversity remains ineffective if gender issues are not first recognized and managed. More men of working age are engaged in gainful employment when compared to their female counterpart. This may be as a result of bias against the employment of women in most establishments. Kossek, Lobel, and Brown (2005) states only 54% of working- age women are in the workforce worldwide compared to 80% of men.

## **Employee Performance**

Employee performance is a multifaceted concept that has grown in importance and researchers seem not to have reached a consensus (Borman, 2004). Fagbamiye (2000) believes that employee performance describes how an employee carries out tasks that make up the job in organizations. To Aguinis (2009), it is about behaviour, or what employees do , or what employees produce or the outcomes of their work. It is often determined by combination of declarative knowledge, procedural knowledge, motivation, and commitment. Yet another view of employee performance is presented by Armstrong (2000) when he states that it is normally looked at in terms of the behaviour of employees, how they execute tasks given to them in the

organization and how effective and efficient they are at doing them. The behaviour of employees which influences their performance in organizations includes their level of commitment, satisfaction, loyalty, and intentions to quit (Armstrong, 2000).

Many business leaders are now beginning to believe that diversity has important bottom-line benefits to both the employees and the organization general. Diversity in the workforce can be a competitive advantage because different viewpoints can facilitate unique and creative approaches to problem-solving, thereby increasing creativity and innovation, which in turn leads to better organizational performance (Allen, Dawson, Wheatley & White, 2004). Companies need to focus on diversity and look for ways to become totally inclusive organizations because diversity has the potential of yielding greater employees' productivity and competitive advantages (Armstrong, 2000). Diversity is an invaluable competitive asset that any organization cannot afford to ignore (Robinson, 2002). Managing and valuing diversity is a key component of effective people management, which can improve workplace employee productivity (Black Enterprise, 2001).

### **Employee Commitment**

Employee commitment has become an integral part of organizational studies because of its importance in predicting employee performance. Joo and Park (2010) state that the concept of employee commitment has become a widely discussed concept in the literature of industrial/organizational psychology and organizational behaviour. It deals with the level of attachment employees have for their respective organizations. It is the degree to which the employees feel devoted to their organization (Akintayo, 2010). Ketchand and Strawser (2001) posit that it is the attachment which is formed by individuals towards their employment organizations. The most investigated type of employee commitment is attitudinal. It describes a state in which an individual identifies with a particular organization and its goals and wishes to maintain membership to facilitate these goals (Mowday, Porter, & Steers, 1982). Ongori (2007) views the concept as an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization.

Diversity can improve organisational effectiveness. Organisations that develop experience in and reputations for managing diversity will likely attract the best personnel and make them committed to the organization (Kifordu & Iwelu ,2022). The employees feel valued, rewarded, and motivated while working in an organization that manages diversity. According to a



research done worldwide, three million employees indicated that diversity brings about commitment, job satisfaction and improved organizational performance. It was also found out that creating an inclusive and harmonious environment was a key driver in employees engagement and commitment. Managing diversity creates greater employee engagement which at the end leads to reduced labour turnover (Wambui, Wangombe, Muthura, Kamau & Jackson, 2013).

### **3. Theoretical Framework**

The work is anchored on the General Systems Theory credited to the work of Ludwig Von Bertalanffy in 1940. This theory emphasizes viewing the various segments of an organization as part of organizational grand design and be treated as different segments. Idemobi (2010) posits that rather than dealing with various segments of an organization, the systems approach to management views the organization as a unified, purposeful system composed of interrelated parts. In the view of Osuagwo (1985), the activity of any segment of an organization affects, in varying degrees, the activity of every other segment. The system theory states that different departments working together as a team will produce more than the different parts working independently. This is the synergistic effect of operating a system and it could be viewed as:  $2+2=5$ ; where the combined effort of the various segments will produce more result than the individual efforts put together (Ansof, 1984). This theory has a link with the study in that if management treats every gender in the organization as part of a grand design and with equal importance and inclusiveness, it will spur better co-operative performance and the organizational performance will improve.

### **Empirical Review**

Senichev (2013) provided a survey based on studies of relationships between Human Resource diversity and performance at different organisational levels. The first part of the article was focused on the concept of diversity and Diversity Management in HR practices from the scientific and practical view. The second part was dedicated to the topic of performance and presents certain possibilities and indicators for performance measurement. The main report about the link between different types of diversity and performance at the organisational level, team level and the level of individuals will be produced in the third part. The findings from the studies showed that diversity brings benefits and increases performance in specific cases and

under certain circumstances. Moreover, there is evidence that the positive effect of diversities is influenced or even caused by the presence of other factors.

Mba and Eze (2013) discussed the concept of diversity and concept of management with a view to portraying the necessity of diversity in management of any organization in Nigeria. It was also aimed at elucidating the significance of different management styles and ethics in any particular organization or institution and getting organizations reassess their structures for a successful management through alternative approaches of thinking and actions. It discussed different types of styles and ethics involved in management and detailed the importance of diversity in management. The paper generally recommended that diversity should be utilized in the management of organizations to ensure that everyone was carried along irrespective of cultural background, ethnic group, tribe, race, or colour.

Elsaid (2012) explored the impact of gender, age and educational background on employees performance in the Egyptian Pharmaceutical industry which is renowned to employ highly diversified workforce. The study sample was 300 middle level management positions. Data were collected via self-administered questionnaire methodology. The results indicated that only two variables, gender and educational background, were significant in explaining the variance in employees performance when different work forces work together, while surprisingly, age diversity did not.

Ogbo, Kifordu and Ukpere (2014) carried out a study to determine whether workforce diversity has a positive influence on customer related issues; and to ascertain the effect of education as a tool on the management of workforce diversity to enhance high profitability index in Nigeria. A combination of secondary data, oral interview, and content analysis were adopted in data gathering. A spearman's rank correlation coefficient of 0.95 was obtained. Findings revealed that workforce diversity has a positive effect on customer's related issues in an organisation. In addition, it was found that education as a tool could be effectively utilized in managing workforce diversity to enhance high profitability.

Saltson and Özgür (2015) investigated the impact of workforce diversity on a business organization's non- financial performance, with moderation effect from leadership style and perceived organizational support (POS). Leadership style was measured by two dimensions such as charismatic and transformational leadership styles. Non-financial performance was also measured by two dimensions, internal and external performances. The research adopted a

quantitative methodology to analyse three hypotheses using 120 respondents from three organizations (a bank, hospital, and telecommunication company) in Nicosia, Cyprus. The results led to the support of the main hypothesis that workforce diversity has an impact on an organization's internal and external non-financial performance. The hypotheses that sought to measure the impact of POS and leadership style (charismatic and transformational leadership) as moderating variables on both aspects of non-financial performance measures were rejected. The study concluded that organizations can be encouraged to take workforce diversity seriously because of the potential benefits attached to its effective management.

Aluko (2003), examined the multidimensional impact of culture on organizational performance in selected textile firms from Lagos, Asaba and Kano in Nigeria. Data were collected using both qualitative and quantitative methodologies. The former were collected through interviews and observations while the latter were collected via structured questionnaire and from documents. In all, 630 respondents were used for the study. The respondents were selected using multiple sampling techniques - comprising of (i) stratified random sampling (ii) quota sampling and (iii) systematic sampling techniques. The data were analysed using parametric and non-parametric statistics. The main finding of the study was that irrespective of their cultural backgrounds, workers in the textile industry imbibed the industrial way of life. The results of the analysis of the cultural variables showed a high level of commitment to work, low level of labour turnover and absenteeism, positive beliefs about work, positive work values, attitudes, and norms in all the firms studied. The study concluded that organizational performance is a multi-dimensional phenomenon as it largely depended on the contingencies confronting a particular organization.

#### **4. Tools and Methodology**

A descriptive survey research design was used for the study. A population of 250 employees of banking firms in Delta state was used for the study. A sample size of 173 employees derived through Borg and Gall were used for the study. The instrument used for data collection was a structured questionnaire. The instrument was subjected to both face and content validity. A reliability co-efficient of 0.79 was obtained through test-retest method. The data collected was analyzed using frequency count and percentages while ANOVA was used to test the hypotheses. The model was used to specifying a multiple regression equation

made up of banking firms as a function of the independent variables. As a result, the model is specified below,

$DM = f(GD, AD, ED, EB,)$  Where

DM = Diversity management

GD = Gender diversity

AD = Age diversity

ED = Ethnicity diversity

EB = Education diversity

F = Functional Notation

The above equation can be put in an econometric form as;  $DM = b_0 + b_1 GD + b_2 AD + b_3 ED + b_4 EB + \mu$

Where;

$b_0$  = Autonomous or intercept

$b_1$  = Coefficient of parameter GD

$b_2$  = Coefficient of parameter AD

$b_3$  = Coefficient of parameter ED

$b_4$  = Coefficient of parameter EB

$\mu$  = Stochastic variable or error term

## **5. Results and Outcomes**

### **Test of Hypotheses**

To further justify the results, ANOVA test was conducted to measure the impact of diversity management on employees performance, The results are shown in the ANOVA Table below;

**H<sub>01</sub>:** There is no significant relationship between gender diversity and performance of the Banking firms under study.

**H<sub>a1</sub>:** There is a significant relationship between gender diversity and performance of the firms under study.

**Table 1:** Evaluation on whether gender diversity has significant impact on performance in the firm under study.

**ANOVA**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	293.995	4	73.489	241.453	.001
Within Groups	31.428	161	.163		
Total	325.423	165			

*Source: SPSS Version 20*

The test table reveal that small significance value (F. sig<.05) indicate group differences. Since the F- value of 241.453 which has a significance of .001 is less than .05 (i.e .001<.05), there exist no group difference among the variables. Therefore, gender diversity has significant effect on performance in the brewery

**Ho<sub>2</sub>:** There is no significant relationship between age diversity and performance in the firm under study.

**Ha<sub>2</sub>:** There is a significant relationship between age diversity and performance in the firm under study.

**Table 2:** Evaluation on whether age diversity has significant impact on performance in the banking sector under study

**ANOVA**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	22.784	3	7.595	250.331	.000
Within Groups	4.278	162	.030		
Total	27.062	165			

*Source: SPSS, Version, 20*

The small significance value (F.sig<.05) indicates that there is a group difference. The F- value of 250.33 has a significance value of .000 which is less than .05 (i.e 000<.05), therefore age diversity has significant effect on performance in the banking sector.

**H<sub>03</sub>:** There is no significant relationship between ethnic diversity and performance in the firm under study.

**H<sub>a3</sub>:** There is a significant relationship between ethnic diversity and performance in the firm under study

**Table 3: Evaluation on whether ethnic diversity has significant impact on performance in the firm under study**

**ANOVA**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.747	8	.873	211.029	.002
Within Groups	21.217	157	.849		
Total	22.964	165			

**Source: SPSS, Version, 20**

The test conducted revealed that the large significance value (F.sig<.002) indicate no group differences. Since the F-value of 211.029 with a significance of .002 is less than .05 (i.002<.05), there exist no group difference. Therefore, ethnic diversity has significant effect on performance in an organization

**H<sub>04</sub>:** There is no significant relationship between educational diversity and performance in the workplace.

**Table 4: Evaluation on whether educational diversity has significant impact on performance in the brewery under study.**

**ANOVA**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	77.374	2	38.687	129.280	.000
Within Groups	187.619	163	1.321		
Total	264.993	165			

**Source: SPSS Window 7, Version, 20**

The small significance value ( $F.sig < .05$ ) indicates group differences. Since the F. value of 129.280 which has a significance value of .000 is less than .05 (i.e  $.000 < .05$ ). Therefore, educational diversity has a significant effect on performance in the firm.

## **Discussion**

The result indicated that there is a significant positive relationship between gender, age, ethnicity and educational diversity and employee commitment and performance. The implication of this result is that the more the focus the organizations give every member of staff irrespective of the gender, age, ethnicity, educational background, equal opportunity in job postings and allocations, the more the employees will be committed. This could engender favourable competition among the employees. The finding aligns with that of Senichev (2013) whose result indicated that diversity brings benefits and increases the performance in specific cases and under certain circumstances. Similarly, Elsaid (2012) found that only two variables, gender and education background, were significant in explaining the variance in employee performance.

## **6. Conclusions**

Based on the findings the study concludes that Gender diversity has a significant positive effect on firm performance in the banking sector. Age diversity has a significant positive effect on employees' performance. Ethnic diversity has a significant positive effect on employees' performance. Lastly Educational diversity has significant positive effect on employees' performance.

## **Recommendations**

- i. This study therefore recommends that Organizational leaders/managers should formulate policies that guide against gender, age ethnicity or any other form of discrimination in their organizations in other to encourage innovation and creativity.
- ii. In setting up teams in the workplace, personnel department in line with top managers must ensure that there is a proper representation of members of various ethnic groups, age and gender so as to create room for effective succession planning and integration.

## **REFERENCES**

- Cohen, S. G., & Bailey, D. E. (2015). What makes teams work: group effectiveness research from the shop floor to the executive suite. *Journal of Management*, 2(3), 230-290
- Daft, R.L. (2015) *New Era of Management*. 2nd ed, Thomson South-Western, Ohio.
- Dalilawati Z., Zulkifli, N & Saleh, Z (2013) Corporate board diversity in Malaysia: a longitudinal analysis of gender and nationality diversity *International Journal of Academic Research in Accounting, Finance and Management Sciences* 3, (1), 136–148
- Edewor, P.A, Yetunde A. A, & Onabanjo, O (2017) Effect of diversity and organizational performance, *The international journal of diversity in organizations, communities, and nations* 5 (5) 78-86
- Gwendolyn, M. C. (2012). Meeting the leadership challenge of a diverse and pluralistic workplace: implications of self-efficacy for diversity training. *Journal of Leadership and Organizational Studies*, 8(4), 1-16.
- Humera K.; Rohail H.; Maran M. (2017). Diversity on corporate boards and firm performance: an empirical evidence from Malaysia. *American Journal of Social Sciences and Humanities*, 2(1): 1-8.
- Irean Y. L., Chan S. and Rozaimah Z. (2017) Gender diversity and firms 'financial performance in Malaysia, *Asian Academy of Management Journal of Accounting and Finance* 4 (5) 23-32
- Jhunjhunwala, S., & Mishra, R. K. (2012). Board diversity and corporate performance: The Indian evidence. *IUP Journal of Corporate Governance*, 11(3), 71-78.
- Jim E.O. (2012) *Personality Type and Workforce Diversity as Predictors of Ethical Behaviour and Job Satisfaction Among Nigerian Policemen*, *Current Research Journal of Social Sciences*. 3 (9) 381-388
- Judge, E.B.J. (2013) The effect of cultural diversity on employee productivity in work organizations in Portharcourt, Nigeria, *International Journal of Development and management Review*, 8 (6) 32-49.



- Julizaerma M.K. & Zulkarnain M. S. (2012) Gender diversity in the boardroom and firm performance of Malaysian public listed companies. *International Congress on Interdisciplinary Business and Social Science* 5 (5) 65-74
- Kifordu, A. A. & Iwelu M.M.I. (2022). Ethnic Diversity Management as a Stimulant of Organizational Performance: A Study of Commercial Banks. *Journal of Global Economics and Business* 3(11).113-136.
- Kifordu A.A. and Ogbo A. (2015). Diversity Management Research (DMR) as a Strategy for Sustainable Development in the Third World: Experiences and Future Plans of Intellectuals: Elsevier – *Procedia International Journal of Social and Behavioural Sciences*, 195: 1303 – 1310
- Kundu, S.C. (2011), –Managing cross-cultural diversity: a challenge for present and future organizations, *Delhi Business Review*, 2 (2), 27-34.
- Liao, U. T., (2012). Diversity in the concept of management: different style and difference ethics. *American Journal of Humanities and Social Sciences* 1, (3), 144-150
- Merve (2015) The Effect of board diversity on the performance of banks: Evidence from Turkey, *International Journal of Business and Management*; 10, (9) 182-192
- Milliken, F.J.; Martins, L.L. (2016) *Searching for Common Threads: Understanding the Multiple Effects of Diversity in Organizational Groups*, *The Academy of Management Review*, 21 (2), 102-133
- Mohammad Qasim, M (2017) Effect of workforce diversity on employee ‘s job performance: *The Empirical Assessment of Education Sector, Jalalabad, Afghanistan* 4 (6) 90-99
- Muhammad R., Mula N. K., Babar N., Qalb E A. (2016) The Impact of workforce diversity towards employee performance: evidence from banking sector of pakistan, *American Journal of Marketing Research* 2, (2), 53-60
- Ogbo, A.I; Kifordu, A.A. and Ukpere, W.I. (2014). The Effect of Workforce Diversity on Organizational Performance of Selected Firms in Nigeria: *Mediterranean Journal of Social Sciences*, MCSER Publishing, Italy 5(10) 231-236.